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BENEVOLENT LEADERSHIP AND RESILIENCE IN DRIVING INNOVATIVE WORK BEHAVIOR: ROLE OF AN INNOVATIVE CLIMATE

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Abstract

Innovation is essential for maintaining competitiveness in Indonesia's swiftly changing smartphone sector. Drawing on Social Exchange Theory (SET) and Conservation of Resources (COR) Theory, this study examines how benevolent leadership and employee resilience relate to innovative work behavior (IWB), with innovative climate conceptualized as a boundary condition. Using PLS-SEM on survey data from 221 employees of PT. Zhi Sheng Indonesia, the findings show that benevolent leadership and employee resilience do not exert significant direct effects on IWB. Instead, an innovative climate is positively associated with IWB and significantly moderates the relationship between benevolent leadership and innovative work behavior. These results indicate that benevolent leadership contributes to innovation primarily when embedded in an innovation-supportive climate that legitimizes experimentation and reduces perceived risk. The study extends SET and COR by demonstrating that relational and personal resources are necessary but insufficient for innovation without contextual activation.

Keywords: benevolent leadership; resilience; individual creativity; innovative work behavior

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INTRODUCTION

The swift progression of digital technologies has prompted significant changes across multiple industries, including business and industry. The telecoms industry, especially the smartphone market, has experienced substantial disruption. In Indonesia, this sector has undergone significant expansion, driven by rising internet penetration, evolving consumer lifestyles, and advancements in production and delivery methodologies.

PT. Zhi Sheng Indonesia, the manufacturer of Vivo-branded smartphones, distinguishes itself as a significant entity in this industry. As of the first quarter of 2024, the corporation secured roughly 15.8% of the national smartphone market share (IDC, 2024), demonstrating its prowess in marketing and product innovation. In a dynamic and competitive landscape, organizational success relies on both technological excellence and the strategic use of human resources.

The smartphone market is characterized by intense competition and strong innovation pressure resulting from rapid digital technological advances, which have led to shorter product life cycles and rapidly changing consumer preferences (Cecere, Corrocher and David, 2014; Giachetti and Marchi, 2017). In Indonesia, rising internet penetration and the maturation of technological infrastructure have further intensified competitive dynamics (Khristianto et al., 2021; Purnamasari *et al.*, 2025). Within this context, PT. Zhi Sheng Indonesia's approximately 15.8% market share in the first quarter of 2024 positions the firm as a major player in a saturated and highly competitive market (IDC, 2024). From a managerial standpoint, this position underscores that technology-driven advantages are inadequate due to swift imitation. Consequently, sustained performance increasingly depends on firm-specific internal advantages that are difficult to replicate, particularly human capital, an innovation-supportive culture, and organizational capabilities. Consistent with the resource-based view and dynamic capabilities perspectives, employees' innovative work behavior and resilience emerge as critical micro-level capabilities, activated through leadership practices that foster autonomy, support, and psychological safety (Barney, 1991; Teece et al., 1997; Janssen, 2000; Zhang and Bartol, 2010; Cooke et al., 2019; Meng *et al.*, 2022).

The fast growth of digital technology has sped up changes in the structure of several industries, such as telecommunications and mobile devices. In Indonesia, 79.5% of people used the internet in 2024. This percentage was the foundation of the country's digital economy and helped the smartphone industry grow (APJII, 2024). Changes in consumer habits, particularly among young individuals proficient in technology, are strengthening this trend. They are using mobile devices more and more, which keeps the demand for smartphones that can connect to the internet (Puspitasari and Ishii, 2016).

Data from the smartphone industry show that Indonesia's smartphone market is going through a lot of changes. According to IDC's 2024 shipment report, Transsion was the top seller (18.3%), followed by OPPO (17.8%), Samsung (17.2%), Xiaomi (16.5%), and vivo (15.3%) (Databoks, 2025). Vivo isn't at the top of the list, but its consistent market share shows that PT is working. Zhi Sheng Indonesia's distribution strategy and new products help it deal with more competition. These changes show how important organizational capabilities are—beyond just technology features—for keeping a brand relevant in digital markets that change quickly.

Because of all the competition, the Indonesian smartphone market is a wonderful place to study how companies stay competitive by coming up with new ideas and ways to do things. The relative stability of vivo's market performance indicates that organizational factors—such as strategic adaptation, leadership effectiveness, and the mobilization of human capital—are crucial in addressing technological changes and shifting consumer demands. Therefore, PT. Zhi Sheng Indonesia serves as a pertinent case for examining how organizational policies promote innovative work behavior in a rapidly evolving, innovation-centric business.

In this context, Innovative Work Behavior (IWB) is a crucial intangible asset that fosters lasting competitive advantage (Elidemir and Ozturen, 2020). Innovative Work Behavior (IWB) includes individuals' proactive initiatives to formulate, promote, and execute novel concepts designed to improve organizational efficiency and performance (Adu *et al.*, 2025). Thus, advocating for IWB has emerged as a principal focus in modern human resource management methods (Singh, 2020).

The growing academic interest in IWB suggests its effect by multiple factors, encompassing relational, individual, and situational elements (Puspitasari *et al*., 2023). Effective leadership, defined by caring, compassion, and safeguarding of team members, is a relational element that has been demonstrated to improve employee commitment and engagement (Li and Gao, 2022; Meng *et al.*, 2022). In collectivist and paternalistic societies like those in Southeast Asia, this leadership style corresponds with dominant societal ideals and is thought to foster innovative behavior (Tian and Sanchez, 2017; Meng *et al.*, 2022)

At the individual level, employee resilience—characterized as the cognitive capacity to rebound from adversity and maintain productivity in stressful circumstances—acts as a crucial indicator of adaptive and innovative work behavior (Bardoel *et al.*, 2014; Malik and Garg, 2020). Resilient individuals are generally more focused on solutions, innovative, and inclined to embrace chances amid uncertainty (Tugade and Fredrickson, 2004; Fisher *et al*,, 2016).

The Resource-Based View (RBV) and dynamic capacity (Awais *et al.*, 2023) say that Innovative Work Behavior (IWB) is a valuable intangible asset that helps a business stay ahead of its competitors. According to

the Resource-Based View (RBV), a business has an advantage over its competitors because it has resources that are unique, useful, and difficult to copy. Dynamic capabilities, on the other hand, look at how the company can change these resources when the environment changes (Barney, 1991). IWB gives employees the freedom to come up with, support, and put into action new ideas that help the business run better and get more done. This method can help businesses stay ahead of the competition over time (Elidemir and Ozturen, 2020; Adu *et al.*, 2025). Taken together, innovative work behavior is a strategic intangible asset that meets the fundamental requirements of the resource-based approach and constitutes a minor component of dynamic capabilities. This kind of plan helps companies stay ahead of the competition in places where things change quickly. Because companies are now competing more on new ideas than on fixed technical resources (Singh, 2020). promoting IWB has become a big issue in modern human resource management.

The growing academic interest in Innovative Work Behavior (IWB) reflects its strategic importance for organizational adaptability and sustained competitiveness in environments characterized by technological disruption and uncertainty. In organizational research, IWB is critical because it captures how employees translate individual capabilities into discretionary behaviors that generate, promote, and implement novel ideas essential for long-term value creation. Despite extensive scholarly attention, prior findings on the antecedents of IWB remain inconsistent, particularly in collectivistic and high power-distance contexts. This inconsistency suggests that IWB does not emerge from isolated factors but rather from the interaction of relational, individual, and contextual resources, the mechanisms of which remain insufficiently theorized (Puspitasari et al., 2023).

From a relational perspective, leadership constitutes a central mechanism through which organizations shape employees' willingness to engage in innovation-related risk-taking. In this regard, benevolent leadership, a core dimension of paternalistic leadership, is theoretically appropriate for explaining leadership effects in collectivist societies. Benevolent leadership is characterized by individualized care, compassion, and concern for subordinates' personal and professional well-being (Meng *et al.*, 2022) Grounded in Social Exchange Theory (Blau, 1964), benevolent leadership fosters high-quality social exchanges that strengthen affective commitment and engagement, motivating employees to reciprocate supportive treatment with discretionary behaviors, including innovation (Li and Gao, 2022; Meng *et al.*, 2022). However, in hierarchical and harmony-oriented cultures such as those prevalent in Southeast Asia, benevolent leadership may also reinforce conformity, raising questions about whether it genuinely stimulates innovative work behavior or primarily enhances relational stability (Tian and Sanchez, 2017; Lu *et al.*, 2022).

At the individual level, employee resilience represents a key psychological resource that enables adaptive and innovative responses to work-related adversity. Resilience refers to individuals' capacity to recover from stress, maintain functioning, and remain proactive under challenging conditions (Bardoel *et al.*, 2014). Consistent with Conservation of Resources (COR) theory (Hobfoll, 1989), resilient employees are more likely to invest cognitive and emotional resources in innovation because they perceive themselves as better equipped to cope with potential failure and uncertainty. Prior studies suggest that resilient individuals exhibit greater problem-solving orientation, flexibility, and openness to opportunity in volatile environments (Tugade and Fredrickson, 2004; Malik and Garg, 2020). Nevertheless, COR theory also implies that individual resilience alone may be insufficient to sustain IWB unless supported by relational signals and contextual conditions that protect and replenish employees' psychological resources.

Furthermore, an innovative climate—defined as employees' collective view of their organization's endorsement of creativity, experimentation, and risk-taking—functions as a contextual facilitator of innovative work behavior (IWB). It not only offers psychological safety but also serves as a boundary condition that moderates the relationship between leadership styles and individual aspects concerning employee innovation (Scott and Bruce, 1994; Hammond *et al.*, 2011). The empirical evidence concerning the relationship between benevolent leadership, resilience, and Innovative Work Behavior (IWB) remains equivocal. While certain study indicates a favorable correlation, other studies reveal negligible impacts, particularly in hierarchical cultural contexts that restrict individual liberty (Hussain *et al.*, 2025). These inconsistencies reveal a research gap in comprehending the settings that effectively promote inventive behavior through such characteristics.

This study addresses the gap by reexamining the relationship between innovative work behavior, benevolent leadership, and employee resilience, with creative atmosphere as a significant mediator. The sample data for this research were obtained from PT. Zhi Sheng Indonesia is a national enterprise characterized by a collectivist and hierarchical organizational culture typical of multinational corporations. The objectives of this study address the following critical question: (1) Is IWB considerably affected by benevolent leadership? Is IWB mostly impacted by employee resilience? Can a creative climate mitigate the association between innovative work behavior and benevolent leadership? Is the presence of an innovative circumstance requisite for employees' resilience to exert an impact? The study's findings aim to enhance both theoretical and practical understanding by elucidating the impact of leadership, employee resilience, and organizational climate on innovation optimization.

This study fills this gap by looking again at the links between benevolent leadership, employee resilience, and innovative work behavior (IWB), with innovative climate as a contextual mechanism. The empirical setting is PT. Zhi Sheng Indonesia, an Indonesian subsidiary of a global smartphone manufacturing group operating within a highly competitive technology industry. PT. Zhi Sheng Indonesia is legally recognized as a national enterprise under Indonesian corporate law. However, the organization operates within a multinational framework, with East Asian business traditions heavily influencing its management practices and organizational norms. Consequently, the organization exhibits a collectivist and hierarchical culture, emphasizing group dynamics and a central authority (Zhang et al., 2005; Souza and Anna, 2024). This cultural characterization is conceptually grounded in Hofstede's framework, particularly the dimensions of collectivism and power distance, which have been shown to shape leadership dynamics and employee behavior in multinational and subsidiary contexts (Harvey, 1997; Hofstede, 2016).

This research is guided by two principal methods. This research is based on Conservation of Resources (COR) Theory (Hobfoll, 1989), which examines individuals' efforts to safeguard and preserve their valued resources, and Social Exchange Theory (SET) (Blau, 1964), which elucidates the impact of social exchanges on workplace relationships. COR elucidates the significance of protecting valuable resources in the workplace, whereas SET delineates how constructive behaviors, such as innovation, emerge in reaction to supporting leadership. Collectively, these ideas indicate that effective leadership cultivates intimacy, reciprocal trust, and a feeling of accountability, hence inspiring employees to participate in innovative work behavior (IWB).

Conversely, the COR theory underscores the significance of individual and environmental resources for employee well-being and performance. This perspective posits that employee resilience is a psychological instrument that enables individuals to manage stress and sustain creativity. A constructive and supportive work environment boosts resources by improving the efficacy of supportive leadership and resilience in fostering innovative work behavior. Nonetheless, in the absence of a supportive and innovative environment, these resources may be inadequate in fostering creativity.

Consequently, the amalgamation of SET and COR offers an extensive framework for elucidating the interplay between leadership style, individual characteristics, and organizational context in promoting innovative work behavior.

This study integrates Social Exchange Theory (SET) (Blau, 1964) and Conservation of Resources (COR) theory (Hobfoll, 1989) to elucidate the sequential mechanisms that facilitate innovative work behavior (IWB). SET elucidates the motivation behind employees' willingness to engage in innovation: supportive and benevolent leadership cultivates high-quality social exchange relationships, which engender a perceived obligation to reciprocate through discretionary behaviors, including IWB (Wayne et al, 1997; Tan et al., 2025). From a resource-based perspective, COR elucidates the transformation of motivation into innovative action by suggesting that employees exhibit proactive and creative behaviors solely when they have adequate personal and contextual resources to manage uncertainty and risk (Hobfoll *et al.*, 2018). In this context, employee resilience serves as a vital personal resource, while an innovative and psychologically safe environment offers essential contextual resources that facilitate resource acquisition and diminish the perceived costs of innovation (Baer and Frese, 2003; Clercq and Pereira, 2019). By combining SET and COR, we can see a clear cause-and-effect chain: supportive leadership first activates motivational reciprocity (exchange mechanism), which then leads to innovative work behavior only when there are enough resources (resource gain mechanism). If there

aren't enough resources, reciprocity is more likely to lead to compliance than innovation (Bordia *et al.*, 2014; Yu and Hamid, 2024).

Research on Innovative Work Behavior (IWB) has expanded substantially because of its pivotal role in sustaining organizational competitiveness in dynamic and technology-driven environments (Janssen, 2000; Javed *et al.*, 2019). Prior studies identify benevolent leadership and employee resilience as important antecedents of IWB, highlighting the role of supportive leadership and individual psychological resources in encouraging innovation (Malik and Garg, 2020; Meng *et al.*, 2022). However, empirical findings remain inconsistent, with several studies reporting weak or non-significant relationships, particularly in collectivist and hierarchical organizational contexts where risk-averse norms may constrain discretionary innovative behavior (Tian and Sanchez, 2017; Hussain, Luu and Marjoribanks, 2025).

These inconsistencies suggest that leadership support and individual resources do not automatically translate into innovative work behavior across organizational settings. One plausible explanation lies in the limited consideration of contextual boundary conditions, especially organizational climate, which shapes employees' perceptions of risk, legitimacy, and support for innovation (Gumusluoglu and Zahide Karakitapoğlu-Aygün, 2017; Xu, Wang and Suntrayuth, 2022). Although innovative climate has been widely acknowledged, prior research has rarely examined its role as a moderator that conditions when benevolent leadership and employee resilience effectively foster IWB (Meng *et al.*, 2022; Khairy *et al.*, 2023). This gap is particularly salient in technology-oriented industries in emerging markets, such as Indonesia's smartphone manufacturing sector, where innovation pressures coexist with hierarchical control systems (Na and Kang, 2019).

To address this gap, the present study investigates employees of PT. Zhi Sheng Indonesia, a multinational enterprise characterized by a collectivist and hierarchical culture. This context provides a theoretically meaningful setting to reassess leadership–innovation relationships and to examine whether innovative climate strengthens or weakens the effects of benevolent leadership and employee resilience on innovative work behavior (Hofstede, 2011; Julita, 2023).

This study contributes to the literature in three ways. First, it helps explain inconsistencies in prior findings by demonstrating that the effects of benevolent leadership and employee resilience on IWB are context-dependent rather than universal (Anderson et al., 2014). Second, by positioning innovative climate as a moderator, it advances innovation research by conceptualizing climate as a boundary condition that amplifies or constrains the effectiveness of leadership support and psychological resources (Zhang and Bartol, 2010; Stevan E Hobfoll *et al.*, 2018). Third, it extends empirical evidence from a multinational technology firm in Indonesia, a setting underrepresented in innovation research (Hussain et al., 2025).

The study integrates Social Exchange Theory (SET) (Blau, 1964) and Conservation of Resources (COR) Theory (Hobfoll, 1989) to explain these relationships. SET suggests that benevolent leadership fosters reciprocal exchanges that motivate innovation (Cropanzano *et al.*, 2017), while COR theory posits that innovation is a resource-intensive behavior undertaken only when environmental conditions—such as a strong innovative climate—reduce perceived resource loss and legitimize risk-taking (Stevan E Hobfoll *et al.*, 2018; Lu *et al.*, 2022).

METHOD

The research investigates the impact of employee resilience and benevolent leadership on innovative work behavior (IWB) and the innovative climate in firms. It examines the fundamental mechanisms that promote workplace innovation by evaluating these linkages in terms of both direct and indirect impacts. The main aim of this research is to elucidate the interaction between employee resilience and benevolent leadership in fostering workplace creativity. The research is theoretically based on the Conservation of Resources Theory and Social Exchange Theory, utilizing a cross-sectional design with quantitative analytical methods.

The research population comprised permanent staff members of PT. Zhi Sheng Indonesia, particularly employees in the Cirebon branch region, encompassing Cirebon, Indramayu, Majalengka, Kuningan, and

Subang. Data were collected from a convenience sample, selected based on the participants' availability. The study effectively gathered 221 complete and valid replies, which were included in the final round of data analysis.

A web-based survey, developed with Google Forms, was distributed to potential responders through internal communication platforms including WeChat and DingTalk. The data gathering period extended for four weeks in mid-2024. Participation was voluntary, and respondents were guaranteed total confidentiality and anonymity regarding their comments.

This research utilized established scales derived from current literature to measure all constructs. Responses were recorded on a five-point Likert scale, with 1 representing "strongly disagree" and 5 indicating "strongly agree."

An eleven-item scale (Cheng *et al.*, 2004) was employed to assess benevolent leadership, reflecting a leader's care and support (e.g., "My supervisor demonstrates concern for my personal well-being"). The scale demonstrated high dependability ($\alpha = 0.87$).

Employee resilience was assessed with a validated nine-item scale developed by (Näswall *et al.*, 2019), which evaluates psychological flexibility, adaptability, and tenacity in stressful situations. Examples from this scale include, "This organization endorses employees who exhibit initiative." The scale exhibited strong internal consistency, with a Cronbach's alpha of 0.89.

Innovative Climate was evaluated using an eight-item scale based on the research of (Bibi *et al.*, 2020), which measures collective perceptions of organizational support for experimentation and creativity. This scale comprises items like “This organization supports employees who take initiative.” The reliability coefficient for this scale was $\alpha = 0.88$.

IWB was evaluated using a validated ten-item measure (De Jong and Den Hartog, 2010) encompassing idea generation, promotion, and implementation (e.g., "I generate innovative solutions for challenging problems"). The scale demonstrated satisfactory reliability ($\alpha = 0.85$).

In accordance with (Brislin, 1970) approach, all scales were translated into Indonesian and subsequently back-translated to verify the preservation of meaning. A pilot research involving 30 participants subsequently assessed the measures for clarity and reliability prior to full-scale implementation.

All constructs were evaluated using validated multi-item reflective scales derived from previous research and rated on a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). Eleven indicators from Cheng et al. (2004) were used to measure benevolent leadership, nine indicators from Näswall et al. (2019) were used to measure employee resilience, eight indicators from Bibi et al. (2020) were used to measure innovative climate, and ten indicators from De Jong and Den Hartog (2010) were used to measure innovative work behavior (IWB). The measurement model results showed that all constructs had good internal consistency and reliability, with Cronbach's alpha values that were higher than the recommended level. All instruments underwent translation and back-translation according to the Brislin (1970) methodology, and a pilot test was executed prior to the principal survey to verify measurement sufficiency.

The study employed a quantitative, cross-sectional method to examine how benevolent leadership and employee resilience influence innovative work behavior (IWB). The suggested model shows that both benevolent leadership and employee resilience are direct predictors of innovative work behavior. An innovative climate serves as a moderating variable that impacts the strength of these relationships. The study does not explore mediation effects; instead, it emphasizes interaction-based moderation to illustrate how an organization's context influences the transformation of leadership support and individual psychological resources into new behaviors.

The suggested links are based on both Social Exchange Theory (SET) (Blau, 1964) and Conservation of Resources Theory (COR) (Hobfoll, 1989). SET elucidates why benevolent leadership directly affects innovative work behavior (IWB), suggesting that when leaders care for and support their colleagues, they cultivate high-quality social connections that inspire employees to engage in innovative activities. Conversely, COR theory posits that employee resilience is a vital human resource that enables workers to withstand stress and persist in innovative projects. Within the COR framework, an innovative environment acts as a contextual resource that mitigates perceived risks and resource depletion, thereby influencing the extent to which benevolent leadership and employee resilience promote innovative work behavior.

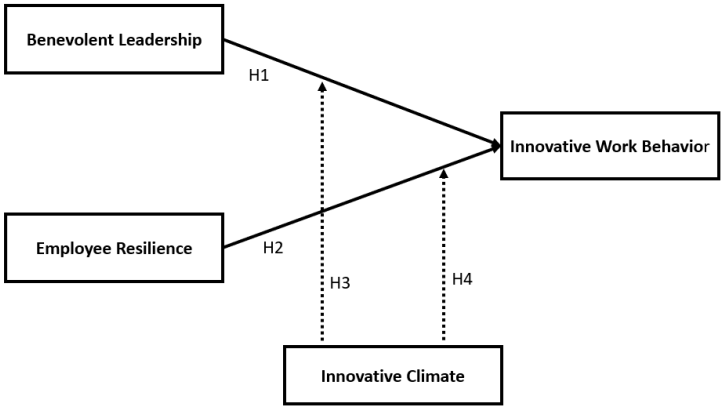

Figure 1. Conceptual Model

The research population comprises 521 permanent employees of PT. Zhi Sheng Indonesia, located in the Cirebon operational region, which includes Cirebon, Indramayu, Majalengka, Kuningan, and Subang. The study employed a non-probability convenience sampling method due to organizational access limitations and the absence of a comprehensive sampling frame. While this method facilitates data collection within organizations, it may introduce self-selection bias, particularly favoring employees who are more digitally engaged, as the data were collected via an online survey.

A total of 221 complete and valid responses were gathered, representing approximately 42.4% of the total population, a substantial proportion for organizational survey research. This sample size exceeds the minimum criteria for Partial Least Squares Structural Equation Modeling (PLS-SEM), adhering to the ten-times rule regarding the maximum number of structural routes directed toward a latent construct (Hair et al., 2017). A total of 221 complete and valid responses were gathered, representing approximately 42.4% of the total population, a substantial proportion for organizational survey research. This sample size exceeds the minimum criteria for Partial Least Squares Structural Equation Modeling (PLS-SEM), adhering to the ten-times rule regarding the maximum number of structural routes directed toward a latent construct (Hair et al., 2017). The sample displayed heterogeneity, with males accounting for 62% of respondents and females for 38%. The majority of respondents were aged 21 to 30 years, indicating an early- to mid-career workforce. Additionally, respondents exhibited diverse organizational tenure and educational backgrounds, suggesting a broad demographic representation. However, due to the use of convenience sampling and online data collection, the results should be viewed as context-dependent, with potential limitations on external validity.

Methodologically, PLS-SEM is particularly advantageous for models incorporating interaction-based moderating effects, since it provides superior flexibility and statistical robustness in estimating interaction terms compared to CB-SEM (Hair et al., 2017). Moreover, initial data screening revealed deviations from multivariate normality, thereby validating the appropriateness of PLS-SEM, which does not require stringent distributional assumptions. The model has multiple latent components and interaction pathways, hence increasing estimation complexity and confirming the suitability of a variance-based methodology.

The analysis followed a dual methodology. The measurement model was evaluated for internal consistency reliability (Cronbach's alpha and composite reliability), convergent validity (average variance extracted), and discriminant validity (Fornell–Larcker criterion). The structural model was assessed by examining direct effects and the moderating impact of an innovative climate. The significance of path coefficients was assessed using a bootstrapping technique with 5,000 resamples, resulting in robust, non-parametric conclusions.

Variance inflation factor (VIF) values were evaluated to detect multicollinearity, and effect sizes (f^2) were computed to measure the relative influence of each predictor, hence validating the robustness of the results. These methodologies collectively ensured a thorough assessment of the model's predictive capability and explanatory strength, aligning with the study's analytical aims.

RESULTS

This research encompassed permanent personnel of PT Zhi Sheng Indonesia at the Cirebon branch, whose operating jurisdiction encompasses Cirebon, Indramayu, Majalengka, Kuningan, and Subang regions. Data were gathered by broadcast messages containing a Google Form link, disseminated across the company's internal communication systems, WeChat and DingTalk. The demographic attributes of respondents were examined according to six variables: gender, age, educational attainment, tenure, work area, and division.

Table 1. Respondent Demographic Profile

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	137	62
	Female	84	38
Age	21 – 25 years	67	30
	26 – 30 years	85	38
	31 – 35 years	48	22
	36 – 41 years	21	10
Length of Service	< 1 year	48	22
	2 years	44	20
	3 years	55	25
	> 4 years	74	33
Education	High School	171	77
	Diploma	10	5
	Bachelor’s Degree	40	18
Work Area	Cirebon	53	24
	Indramayu	45	20
	Majalengka	40	183
	Kuningan	36	16
	Subang	47	22
Division	Backoffice	30	14
	Marketing	82	37
	Promotor	109	49

A majority of responders were male (62%), indicating the male-dominated employment composition of the organization. This distribution corresponds with business trends, especially in sales and promotional sectors, which are predominantly male-domina/ted due to physical requirements, frequent movement, and market expectations. The HR department's recruitment procedures are customized to align with these operational and market inclinations.

The majority of responders (38%) are aged 26–30, whereas 30% are aged 21–25. This signifies a comparatively youthful and dynamic workforce, consistent with literature indicating that younger employees generally exhibit greater technical adaptation and receptiveness to innovation (Gulzar et al., 2025).

A significant percentage of employees (33%) have been with the organization for over four years, suggesting robust staff retention and the possibility of accumulating knowledge-based capital (OECD, 2023).

The prevalence of high school graduates (77%) indicates the recruitment strategies employed by field-based divisions, including promotion teams. In contrast, the 18% of individuals with bachelor's degrees are predominantly situated in back office and marketing sectors, which necessitate more advanced qualifications.

Respondents are quite evenly spread throughout the Ciayumajakuning region (Cirebon, Indramayu, Majalengka, Kuningan) and Subang. The biggest concentration is located in Cirebon (24%), which functions as the regional operations center.

Most responders (49%) are allocated to the Promotor division, indicating the company's market penetration strategy that depends on direct consumer interaction. Convenience sampling likely influenced this representation, as field staff were more readily available through internal digital platforms during data collection (Etikan *et al*., 2016).

This study employs PLS-SEM for data analysis with SmartPLS. This approach is appropriate for the study because of the model's complexity, the sample size, non-normal data, a prediction objective, and the existence of formative constructs (Hair *et al.*, 2012).

The validity of the measurement instrument was evaluated to ascertain its accuracy in assessing the desired constructs (Henseler *et al*., 2015). This process, conducted using SmartPLS, included assessments of convergent and discriminant validity.

Convergent validity for reflective markers was assessed by PLS score correlations. Loadings beyond 0.7 signify robust validity, with an acceptable range of 0.5–0.6 for exploratory research (Hair *et al*., 2017), evaluated using outer loadings and Average Variance Extracted (AVE) (Henseler *et al*., 2015).

The outer loading analysis results indicate that all indicators for each construct possess loading values over 0.70, signifying strong validity. The indicator loadings for the Benevolent Leadership variable range from 0.743 to 0.880 (X1.1–X1.11), all of which are deemed genuine. The Employee Resilience variable exhibits loading values ranging from 0.746 to 0.865 (X2.1–X2.7), thereby affirming that each indication satisfies the validity criteria.

The Innovative Climate construct has loading values ranging from 0.750 to 0.825 (Z1–Z8), indicating that all measurement items are both reliable and valid. The Innovative Work Behavior measure exhibits robust indicator loadings between 0.759 and 0.926 (Y1–Y8), hence demonstrating validity across all items.

The results indicate that all indicators employed in this study satisfy the criterion for convergent validity, exhibiting loading factors over 0.70.

The Average variation Extracted (AVE) for all constructs above the 0.50 threshold (Claes Fornell and Larcker, 1981), indicating that the constructs captured greater variation than measurement error and supporting convergent validity (refer to Table 2).

Table 2. Average Variance Extracted (AVE)

Construct	AVE	Conclusion
Benevolent Leadership (X_1)	0.651	Valid
Employee Resilience (X_2)	0.639	Valid
Innovative Climate (Z)	0.619	Valid
Innovative Work Behavior (Y)	0.689	Valid
BL → IC → IWB	1.000	-
ER → IC → IWB	1.000	-

Discriminant validity was assessed utilizing the Fornell-Larcker criterion and cross-loading analysis.

The Fornell-Larcker criterion (Claes Fornell and Larcker, 1981) was satisfied, as the square roots of the AVEs (diagonal values in Table 3) exceeded the inter-construct correlations. This validates discriminant validity by demonstrating that each construct has a stronger correlation with its respective indicators than with those of other constructs.

Table 3. Fornell–Larcker Criterion

Construct	BL	ER	IC	IWB
Benevolent Leadership (X_1)	807			
Employee Resilience (X_2)	852	799		
Innovative Climate (Z)	893	876	787	
Innovative Work Behavior (Y)	851	846	932	830

Cross-loading analysis was performed by comparing the indicator loadings on their respective constructions with those on alternative constructs. Indicators must exhibit the highest values on their corresponding constructions. Table 4 illustrates that all indicators exhibited greater loading on their respective latent variables compared to others, hence reinforcing discriminant validity.

The cross-loading analysis results indicate that each indicator exhibits a higher loading on its corresponding construct than on other constructs, hence affirming discriminant validity. All indicators of the

Benevolent Leadership (BL) variable (X1.1–X1.11) demonstrate stronger associations with BL (range from 0.743 to 0.880) compared to Employee Resilience (ER), Innovative Climate (IC), or Innovative Work Behavior (IWB).

The indicators of Employee Resilience (ER) (X2.1–X2.7) exhibit stronger correlations with their own construct (0.746–0.865) than with other variables, hence affirming the distinctiveness of the ER construct. The Innovative Climate (IC) indicators (Z1–Z8) have significant cross-loading values ranging from 0.750 to 0.825, all surpassing their loadings on alternative constructs.

The Innovative Work Behavior (IWB) indicators (Y1–Y8) have the highest loadings on IWB, ranging from 0.759 to 0.926, demonstrating evident discriminant validity. The moderating effects (BL → IC → IWB and ER → IC → IWB) demonstrate sufficient correlations, affirming the unique structural links among the variables.

The cross-loading results indicate that each indicator more effectively represents its designated latent construct than any alternative construct, hence fulfilling the discriminant validity condition of the measurement model.

Reliability was evaluated by Cronbach's Alpha and Composite Reliability (CR), with CR being a more precise metric (Hair et al., 2020). A CR score of 0.70 is deemed satisfactory, whereas a value above 0.80 signifies good reliability.

Table 4. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Conclusion
Benevolent Leadership (X_1)	0.913	0.934	0.929	Very Good
Employee Resilience (X_2)	0.815	0.847	0.854	Good
Innovative Climate (Z)	0.847	0.881	0.887	Very Good
Innovative Work Behavior (Y)	0.902	0.923	0.921	Very Good
Moderating Effect 1	1.000	1.000	1.000	Perfect Fit
Moderating Effect 2	1.000	1.000	1.000	Perfect Fit

Table 4 demonstrates that all constructs exhibited Cronbach's Alpha and CR values exceeding 0.70, hence validating the measures' satisfactory internal consistency.

The linkages within the structural model are evaluated using path coefficients, t-statistics, R^2, and Q^2 to ascertain their importance, strength, and prediction capability (Hair *et al*., 2020).

The R^2 value of 0.915 for Innovative Work Behavior (Table 5) signifies that the independent factors account for a considerable percentage of its variance, significantly surpassing the 0.75 threshold for a robust effect (Hair *et al.*, 2010).

Table 5. R-Square

R Square	R Square Adjusted
0.915	0.913

The model demonstrates significant predictive relevance, indicated by a Q^2 value of 0.588 for Innovative Work Behavior (Table 6), much exceeding the zero threshold necessary for predictive efficacy (Hair *et al*., 2020).

Table 6. Q-Square (Predictive Relevance)

Construct	**SSO**	**SSE**	**Q2 (=1 - SSE/SSO)**
BL	1.989.000	1.989.000	-
ER	884.000	884.000	-
IC	1.326.000	1.326.000	-
IWB	1.326.000	546.045	588
Moderating Effect 1	221.000	221.000	-
Moderating Effect 2	221.000	221.000	-

The proposed associations were examined in the final PLS-SEM phase by assessing the structural model. Bootstrapping in SmartPLS yielded t-statistics and p-values to assess the importance of the route coefficients for all direct and indirect effects.

Table 7. Hypotheses Testing Results

Hypothesis	β (Beta)	t-value	p-value	Decision
H1 (BL → IWB)	0.038	0.256	0.798	Rejected
H2 (ER → IWB)	0.155	0.957	0.389	Rejected
H3 (IC → IWB)	0.784	6.031	0.000	Accepted
H4 (IC × BL → IWB)	0.237	2.367	0.018	Accepted
H5 (IC × ER → IWB)	-0.068	0.638	0.524	Rejected

Notes: BL = Benevolent Leadership, ER = Employee Resilience, IC = Individual Creativity, IWB = Innovative Work Behavior

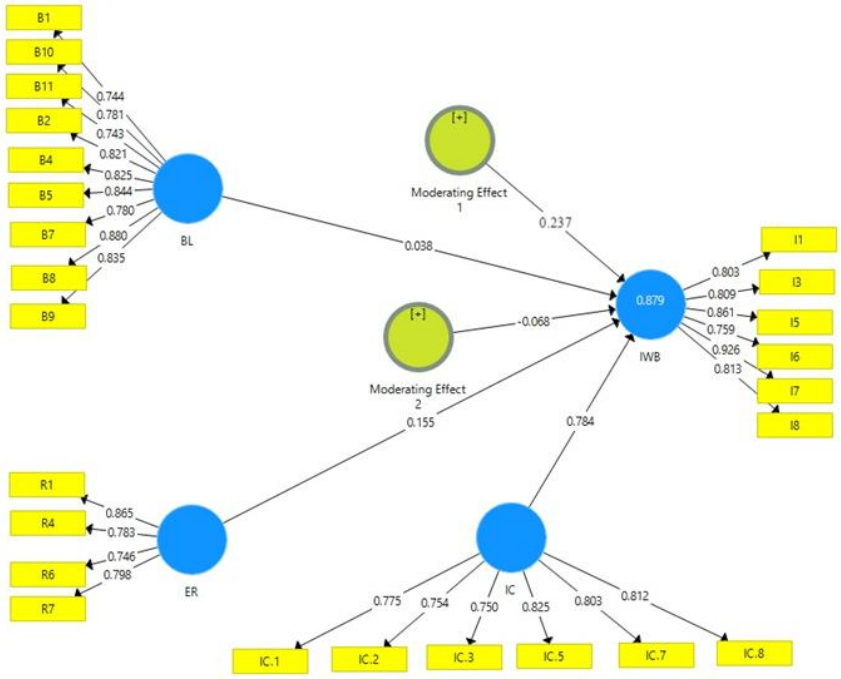

Figure 2. Structural Model of Moderated Relationships Influencing Innovative Work Behavior

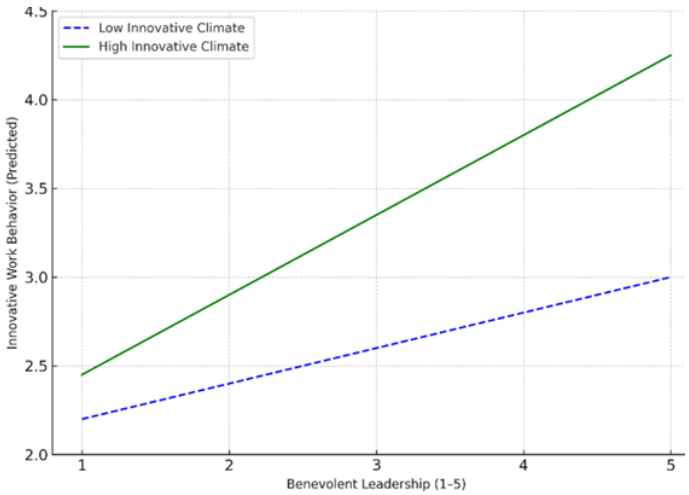

Figure 3. The Moderating Influence of Innovative Climate on the Relationship Between Benevolent Leadership and Innovative Work Behavior

The measurement model was evaluated using SmartPLS following established PLS-SEM guidelines (Hair et al., 2020). Convergent validity was assessed through outer loadings and Average Variance Extracted (AVE). All indicators exhibited outer loadings above the recommended threshold of 0.70, indicating satisfactory convergent validity. In addition, AVE values for all latent constructs exceeded 0.50, confirming that each construct explained more variance than measurement error.

Discriminant validity was assessed using the Fornell–Larcker criterion and cross-loading analysis (Fornell and Larcker, 1981). The square roots of AVE for each construct were greater than their inter-construct correlations, and all indicators loaded more strongly on their respective constructs than on others, supporting adequate discriminant validity.

Construct reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR). All constructs demonstrated reliability values above the recommended cutoff of 0.70, indicating satisfactory internal consistency.

Consistent with PLS-SEM conventions, reliability and validity statistics were not calculated for the interaction terms, as Innovative Climate was modeled exclusively as a moderating variable rather than a mediating construct.

The structural model was assessed using path coefficients (β), t-values, p-values, coefficient of determination (R^2), and predictive relevance (Q^2).

The R^2 value for Innovative Work Behavior was 0.915, indicating that the model explains a substantial proportion of variance in the dependent variable. Predictive relevance was supported by a Q^2 value of 0.588, exceeding the minimum threshold for predictive accuracy.

Hypotheses were tested using a bootstrapping procedure in SmartPLS to obtain path coefficients, t-values, and p-values for all direct and moderating effects.

The results indicate that Innovative Climate plays a significant moderating role in the relationship between benevolent leadership and innovative work behavior, whereas its moderating effect on the relationship between employee resilience and innovative work behavior is not empirically supported. These findings suggest that Innovative Climate is more appropriately conceptualized as a boundary condition, rather than a mediating mechanism, in shaping the effectiveness of leadership and individual resources in fostering innovative behavior.

DISSCUSSION

This study's findings, examined through the lenses of Social Exchange Theory and Conservation of Resources Theory, identify essential drivers and moderators of employee innovative work behavior (IWB).

Benevolent Leadership (BL) demonstrated no significant effect on Innovative Work Behavior (IWB) (β=0.038, t=0.256, p=0.798), hence H1 is discarded. This indicates that a supportive leadership style does not immediately foster innovation in this environment. From the standpoint of Social Exchange Theory, benevolent leaders generally cultivate high-quality leader-member exchanges characterized by relational warmth, trust, and concern. When perceived reciprocity is not associated with challenging goals or autonomy—essential elements for innovation—employees may respond with loyalty or obedience instead of creativity.

This discovery corresponds with previous assertions that, although BL promotes relationship harmony (Lu *et al.*, 2022), it may be deficient in the intellectual stimulation and strategic foresight provided by transformational leadership (Hussain *et al*., 2025). COR Theory reinforces this theory by highlighting that employees preserve their psychological resources and are more inclined to exert effort towards innovation when they recognize possible benefits (e.g., autonomy, recognition). Without such indicators, emotional support alone may not warrant the resource allocation necessary for innovation, particularly in high-risk contexts.

Employing Social Exchange Theory (SET) and Conservation of Resources (COR) theory, this study demonstrates that benevolent leadership (BL)—a core component of paternalistic leadership as characterized in East Asian contexts (Cheng et al., 2004; Hou, 2019)—exerts no significant direct influence on innovative work behavior (IWB) (β = 0.038, t = 0.256, p = 0.798). Instead of contradicting previous leadership theory, this finding elucidates a theoretically significant boundary condition: benevolent leadership serves as a necessary yet insufficient precursor to employee innovation within hierarchical and collectivist contexts. From

a Social Exchange Theory (SET) standpoint, benevolence enhances socio-emotional exchange relationships and moral obligations; however, in paternalistic leadership frameworks, such exchanges are more inclined to cultivate loyalty, obedience, and role compliance rather than discretionary innovation, particularly when autonomy and challenge are institutionally restricted (Lu *et al.*, 2022; Tan et al., 2025). COR theory further elucidates this explanation by asserting that innovation requires resource investment and risk exposure, which employees engage in only when benevolent leadership is paired with contextual indicators of resource acquisition and loss mitigation (Hobfoll *et al.*, 2018; Widianto and Wilderom, 2023). The substantial moderating influence of an innovative climate validates this integrative framework, suggesting that benevolent leadership fosters innovative work behavior solely when the organizational environment endorses experimentation and mitigates hierarchical risk (Pellegrini and Scandura, 2008; Meng *et al.*, 2022). This study theoretically enhances paternalistic leadership research by reconceptualizing benevolent leadership not as a direct catalyst for innovation, but as an enabling relational foundation whose innovation-related effects depend on contextual mechanisms that stimulate autonomy and resource acquisition processes, thereby broadening SET–COR integration to Asian leadership contexts.

An examination utilizing Social Exchange Theory (SET) and Conservation of Resources (COR) Theory indicates that benevolent leadership (BL) does not have a significant direct effect on innovative work behavior (IWB) ($\beta = 0.038$, $t = 0.256$, $p = 0.798$), resulting in the dismissal of H1. The effect size of BL on IWB was minimal ($f^2 = 0.00$), suggesting that the non-significant outcome reflects an absence of a meaningful practical effect, rather than insufficient statistical power. The R^2 value for IWB at the model level indicates a moderate level of explained variation, implying that innovation is primarily affected by various human and environmental factors rather than exclusively by altruistic leadership.

According to social exchange theory, benevolent leadership often promotes relational harmony, loyalty, and ethical obligation. In the lack of explicit innovation-driven expectations—such as autonomy, intellectual stimulation, or performance-related incentives—reciprocity may lead to compliance or relational commitment rather than proactive innovation. This phenomenon is particularly pronounced in paternalistic leadership frameworks prevalent in Chinese enterprises, where kindness underscores care and protection yet may unintentionally perpetuate hierarchical dependence (Cheng *et al.*, 2013; Lin and Chen, 2021).

Furthermore, COR theory asserts that innovation is a resource-intensive endeavor marked by risk, uncertainty, and the potential for failure. In collectivist and high power-distance contexts, like Chinese firms in Southeast Asia, employees may conserve psychological resources and avoid discretionary risk-taking unless innovation is formally validated and structurally supported. Benevolent leadership, without empowering or autonomy-enhancing measures, may prove insufficient to foster the resource allocation required for creativity. This viewpoint aligns with recent research indicating that BL, while beneficial for relationship outcomes, lacks the task-oriented stimulation characteristic of transformative or empowering leadership styles in innovation-driven contexts (Hussain et al., 2025).

These findings collectively highlight that benevolent leadership does not universally enhance innovative work behavior, particularly in paternalistic and collectivist organizational settings, and stress the necessity of considering contextual and motivational boundary conditions when examining the dynamics between leadership and innovation.

Similarly, Employee Resilience (ER) exhibited no significant effect on Innovative Work Behavior (IWB) ($\beta = 0.155$, $t = 0.957$, $p = 0.389$), resulting in the rejection of H2. While resilience denotes the capacity to adapt and endure despite challenges (Robertson *et al.*, 2015), it does not inherently promote proactive or disruptive actions like innovation. According to COR Theory, resilience may serve primarily as a protective resource focused on recuperation and stability, rather than as a motivational resource for creative engagement. In this context, resilient personnel may choose performance preservation over experimental endeavors that could exhaust their personal resources or subject them to failure. Resilience alone is inadequate to promote innovation without supportive environments like psychological safety or incentive systems.

Individual Creativity (IC) has a substantial and favorable effect on Innovative Work Behavior (IWB) ($\beta = 0.784$, $p < 0.001$), hence corroborating Hypothesis 3 (H3). This affirms the pivotal importance of creativity

in innovation. SET theoretically interprets this as inherent reciprocation, but COR Theory regards it as an investment of personal resources in a resource-rich environment.

A progressive climate notably enhances the impact of benevolent leadership on inventive work behavior ($\beta = 0.237$, $p = 0.018$), hence corroborating hypothesis H4. This indicates that the influence of leadership is contingent upon the organizational setting. Benevolent leadership fosters trust and encourages reciprocity (SET), but it only facilitates innovation if the environment permits it.

An innovative environment fosters psychological safety, promoting resource allocation. COR Theory asserts that although benevolent leadership replenishes resources, employees will only allocate them towards creativity in a low-risk atmosphere that accepts failure and fosters new ideas.

This explanation aligns with accepted theories of creativity. The interactionist viewpoint *(Woodman et al*., 1993) and the Componential Theory (Amabile and Pratt, 2016) both underscore that innovation emerges from the interaction of individual, leadership, and environmental elements. At PT. Zhi Sheng Indonesia, a progressive climate fosters benevolent leadership, which serves as a strategic facilitator, psychologically empowering staff to participate in innovative thinking.

Recent empirical studies corroborate this synergistic mechanism, demonstrating that benevolent or inclusive leadership styles provide enhanced innovation outcomes when integrated within environments that foster and incentivize creativity (Javed *et al.*, 2019). Environments that promote innovation bolster intrinsic motivation, cultivate psychological empowerment, and affirm employees' involvement in unconventional, creative activities—essential psychological mechanisms that mediate the relationship between leadership and innovation (Lu *et al.*, 2022). Consequently, whereas benevolent leadership provides significant relationship advantages, it is the existence of an enabling environment that converts these advantages into concrete inventive actions.

In conclusion, the results indicate that benevolent leadership, while fundamental, is unable on its own to foster innovative work behavior in intricate organizational environments. Analyzed through the frameworks of Social Exchange Theory and Conservation of Resources Theory, it is clear that the efficacy of benevolent leadership is significantly enhanced in the presence of an innovation-promoting environment. This environment not only safeguards and stimulates employees' psychological assets but also establishes settings that validate creative risk-taking and ongoing learning—elements crucial for maintaining innovation in knowledge-intensive, technologically dynamic organizations like PT. Zhi Sheng Indonesia.

The research reveals that the interaction effect between Individual Creativity (IC) and Employee Resilience (ER) does not significantly predict Innovative Work Behavior (IWB) ($\beta = -0.068$, $t = 0.638$, $p = 0.524$). As a result, Hypothesis 5 (H5) is not corroborated by the actual evidence. This indicates that creativity and resilience operate as separate, non-synergistic resources in forecasting innovation. Creativity facilitates idea development and divergent thinking, whereas resilience fosters tenacity and adaptability. Nonetheless, in the absence of contextual facilitators—such as an innovation-promoting environment, autonomy, or acknowledgment—these individual characteristics do not inherently converge to enhance innovative work behavior (IWB). This discovery aligns with multi-level innovation frameworks that highlight the congruence of individual resources with structural and relational facilitators (Elidemir and Ozturen, 2020).

Recent empirical studies elucidate that the synergy between leadership and organizational context functions through a multi-level causal mechanism rather than a mere interaction effect. Benevolent leadership enhances relational and psychological dimensions by cultivating trust, relational safety, and a sense of obligation, while innovation-supportive environments operate at the structural and contextual levels by legitimizing experimentation, mitigating perceived risk, and indicating organizational endorsement of creativity (Zeng *et al.*, 2020; Chaiyapruksayanonde and Ponchaitiwat, 2025). Innovation arises when these levels are synchronized, allowing relational goodwill fostered by leadership to manifest as innovative action solely in conducive contextual circumstances, with psychological empowerment and intrinsic motivation acting as immediate behavioral mechanisms. In line with this reasoning, the current findings indicate that benevolent leadership alone is inadequate to promote innovative work behavior; its efficacy is contingent upon an innovation-fostering environment that safeguards employees' psychological resources while motivating their strategic investment in innovation (You *et al.*, 2022; Yu *et al.*, 2023). Furthermore, the non-significant interaction between innovative climate and employee resilience suggests that synergy in innovation is

predominantly context-dependent, emerging from the congruence between individual capabilities and organizational circumstances rather than from the mere coexistence of personal resources (Elidemir and Ozturen, 2020).

This study finds that benevolent leadership positively influences relational quality and employees' psychological well-being. However, within organizational settings characterized by high adaptability demands and knowledge-intensive operations—such as PT. Zhi Sheng Indonesia—benevolent leadership alone does not appear sufficient to consistently foster innovative work behavior (IWB). This result aligns with the Social Exchange Theory and Conservation of Resources Theory, which argue that the benefits of social relationships—including leadership—depend on the presence of contextual enablers that protect and activate psychological resources. These include conditions that foster autonomy, validate risk-taking, and promote continuous learning (Baig et al., 2021; Chen and Ma, 2025).

However, it is important to recognize the contextual limitation of this study. Conducted in a single organization with a hierarchical and paternalistic leadership culture, the findings should not be generalized across organizational types. As noted by (Khan *et al.*, 2020), organizational structure and cultural norms moderate the impact of leadership styles. Thus, the claim that benevolent leadership is insufficient for innovation should be limited to similar environments. Future research in flatter, less hierarchical, or meritocratic sectors is necessary to evaluate whether benevolent leadership can independently promote innovation or depends on contextual reinforcements.

With regard to Hypothesis 5 (H5), the interaction between Individual Creativity (IC) and Employee Resilience (ER) did not significantly predict IWB ($\beta = -0.068$, $t = 0.638$, $p = 0.524$). This p-value not only confirms statistical non-significance but is also far from marginal significance thresholds, suggesting that the interaction effect is likely negligible.

That said, this interpretation warrants caution due to several limitations. First, the analysis did not report effect size measures (e.g., f^2) or employ alternative model comparisons (e.g., nested or interaction-centered models), thereby reducing the inferential strength regarding the interaction's contribution. Second, the analysis did not explore suppression effects or nonlinear relationships, both of which are common in complex psychological constructs. It is possible that the interplay between IC and ER emerges only under specific boundary conditions—such as high levels of psychological safety or perceived innovation support.

Third, the operationalization of IC and ER may not have fully captured their dynamic or situational variability. Issues such as restricted variance, measurement misalignment, or unmeasured moderators (e.g., perceived organizational support) may have suppressed potential interaction effects, as shown in related studies (Nazir *et al.*, 2018).

Taken together, while the findings suggest that IC and ER operate as independent rather than synergistic predictors, this conclusion must remain tentative. Future studies should report interaction effect sizes, test for curvilinear and moderated interactions, and incorporate multilevel or conditional models to deepen our understanding of how personal resources co-shape innovative behavior.

CONCLUSION

This study examined the influence of benevolent leadership, employee resilience, and individual creativity on innovative work behavior, both directly and through their interconnections. The results offer detailed understanding of the interaction between leadership, individual resources, and innovation.

Unexpectedly, kind leadership shown no significant direct impact on innovative work behavior. This indicates that whereas BL may promote relational harmony and enhance employee satisfaction, it may not possess the precise directional influence or motivating impetus necessary to directly stimulate inventive activities. Employee resilience, while crucial for adaptation and sustained performance, did not significantly influence innovative behavior, indicating that resilience alone may be inadequate to stimulate creativity or experimentation without supportive environmental or management conditions.

Conversely, individual creativity was a major predictor of innovative work behavior. This research underscores that people with elevated creative potential are more predisposed to originate and execute new ideas, hence emphasizing the strategic importance of fostering creativity in dynamic work environments. The analysis revealed that Individual Creativity (IC) serves as a negative moderator in the link between Benevolent Leadership (BL) and Innovative Work Behavior (IWB). This suggests that highly creative people may view benevolent leadership as restrictive, perhaps hindering their inventive performance.

The insignificant moderating effect of IC on the ER–IWB association suggests that the interplay between personal adaptability and creativity may not occur without supporting leadership or an innovation-conducive organizational environment. These findings indicate that creativity is a complex process necessitating congruence between individual traits and contextual facilitators.

The findings underscore the significance of using varied leadership methodologies and formulating cohesive innovation initiatives. Organizations aiming to augment employee innovation should eschew uniform leadership paradigms and instead customize their strategies according to individual creative potential, resilience, and corporate culture. Future study should investigate longitudinal dynamics and integrate further contextual variables to elucidate the conditions under which personal and organizational components coalesce to promote creativity.

This study offers a contextualized understanding of the interrelationships among benevolent leadership, employee resilience, and an innovative climate concerning innovative work behavior (IWB). The results indicate that benevolent leadership and employee resilience do not have strong direct links to IWB. Both variables are important for improving relationships and keeping performance up, but they require the right conditions to encourage innovative work behavior. Conversely, an innovative climate is consistently linked to elevated levels of IWB and serves as a boundary condition that influences the relationship between benevolent leadership and IWB. These results indicate that benevolent leadership fosters innovation chiefly when situated within a climate that promotes innovation, endorses experimentation, mitigates perceived risk, and conveys organizational endorsement of creativity. The lack of a moderating effect of innovative climate on the relationship between employee resilience and innovative work behavior suggests that individual adaptive capacity does not inherently result in innovative behavior without contextual activation. Theoretically, these findings enhance Social Exchange Theory by illustrating that the motivational principle of reciprocity inherent in benevolent leadership results in innovative behavior solely within conducive contextual circumstances. Additionally, they advance the Conservation of Resources Theory by evidencing that an innovative climate serves as a vital resource context that legitimizes resource investment and alleviates perceived loss. These new ideas make it clearer what is new compared to earlier research by questioning the idea that leadership and individual resources have direct and universal effects on innovation.

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